



**CITY OF LEXINGTON  
MAYOR & CITY COUNCIL  
2013 - 2015 STRATEGIC PLAN  
Adopted July 18, 2013**

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**Strategic Plan Foundation, Mission, Focus Areas, and Goals**

**Foundation:**

The Foundation of the *2013 - 2015 Strategic Plan* is the *Lexington City Council Vision 2026*.

**Mission:**

The Mayor and City Council's Mission for the *2013 - 2015 Strategic Plan* is to maintain a financially sound, connected, caring and sustainable community that values history, hospitality, diversity, and possibilities.

**Focus Areas:**

The six (6) principal focus areas of the *2013 - 2015 Strategic Plan* are:

1. Create an environment that fosters business and entrepreneurial activities.
2. Leverage natural resources and the outdoors to maximize utilization and encourage visits from outdoor enthusiasts.
3. Exploit potential of RANA broadband technology.
4. Better identify long-term City infrastructure needs and upgrades.
5. Ensure that the City's marketing efforts targets tourism for the City, retention of existing residents and businesses, and those interested in residential and/or business relocation to Lexington.
6. Pursue further collaborative efforts with other government entities to achieve mutual goals.

**Strategic Plan Focus Area implementation**

**1. Create an environment that fosters business and entrepreneurial activities.**

- a. City Administration
  - i. To support business growth and investment, ensure that local government processes are clearly outlined and efficiently managed.
  - ii. Work collaboratively with other jurisdictions to create new business and entrepreneurial opportunities.

b. Downtown Focus

- i. Continue to upgrade and maintain infrastructure in the Downtown Business District.
  1. Rigorous maintenance of downtown streets, sidewalks, and alleys; examples include, but are not limited to:
    - a. Engage in cooperative, daily clean-up of streets, sidewalks, alleys.
    - b. Prioritize painting of traffic light standards, sign posts, curbing.
    - c. Remove unnecessary signs.
  2. Finalize the adoption of a Downtown Enhancement Plan and implement the Plan.
  3. Pursue the undergrounding of utilities along Jefferson Street.
- ii. Realize untapped potential in Downtown.
  1. Identify venues for community gatherings.
  2. Investigate ways to reutilize, improve the appearance, and enhance the use of the McCrum's Parking Lot and National Wholesale properties; examples of possible projects include:
    - a. Rear façade enhancement program for McCrum's Lot and National Wholesale space to provide for new opportunities for greater space utilization.
    - b. Public deck parking at National Wholesale space.
    - c. Pursue the undergrounding of utilities along Jefferson Street.
  3. Assist the filling of vacant storefronts.
- iii. Facilitate and encourage second and third story development.
  1. Market driven, but also consider incentives.
  2. Promote RANA for upper story business potential; consider providing free service drops.

- iv. Increase safety campaign for fire inspection and fire suppression in downtown buildings.
    - 1. Provide information and data to promote possible return on investment due to insurance reductions.
    - 2. Plan load program for fire suppression systems.
  - v. Enforce property and building maintenance regulations in the Downtown.
  - vi. Support efforts to make Downtown Lexington a destination for people of all ages.
- c. East Nelson Street and South Main Street Entrance Corridors
- i. Investigate ways to make the East Nelson Street area a more inviting and pedestrian-friendly environment.
    - 1. Explore public and private improvements to create an environment that encourages individuals to walk to stores, restaurants and services within the area.
    - 2. Work to encourage the development of destinations within the Corridor, areas in which people are attracted to travel and linger.
    - 3. Encourage property owners to maintain and improve the appearance of their properties.
  - ii. Improve pedestrian connectivity to and within the South Main Street Entrance Corridor.
  - iii. Pursue the development of a South Main Street Entrance Corridor Development Plan.
    - 1. Advance discussions to purchase/acquire VDOT property and pursue the conversion and marketing of the property as commercially developable.
- d. Partner with Buena Vista and Rockbridge County to develop joint marketing materials promoting the region for business opportunities
- i. Create a CEO Network-Outreach Team to Identify and Recruit Businesses
    - 1. Develop Marketing Collaterals
    - 2. Identify Prospects

- 3. Populate Network-Outreach Team
- 4. Create Plan and Schedule for Outreach
- e. Tap into existing programs and organizations that can be used to leverage and encourage economic development, such as:
  - i. Small Business Financing Authority
  - ii. Rural Development Micro Loan Program
  - iii. Become a joint enterprise zone with Buena Vista (offers incentives for façade improvement, rehab credits, tax incentives)
  - iv. HUB Zone
  - v. International Council of Shopping Centers
- f. Develop, establish, and market a brand for Lexington
- g. Develop regional marketing materials that highlight regional assets and overcome objections
- h. Increase marketing campaigns: 1) Lexington focused and 2) Regionally focused to attract tourists, businesses, and new residents to build new wealth. Creatively market what we already have, such as:
  - i. History
  - ii. Cultural Offerings
  - iii. Art
  - iv. Antiques
  - v. RANA
- 2. Leverage natural resources and the outdoors to maximize utilization and encourage visits from outdoor enthusiasts.**
  - a. Support connection of the trails
    - i. Woods Creek & Chessie Trails
    - ii. Work to implement the *Brushy to Blue Ridge Study*

**3. Exploit Potential of RANA Broadband Technology**

- a. Develop an *Extension Plan* to serve all properties.
- b. Promote RANA, especially as a tool to incubate businesses.

**4. Better Identify Long-Term City Infrastructure Needs & Upgrades**

- a. Develop a long-term *Capital Improvement Program* to address City *infrastructure* and *facilities* asset needs. (As used herein, *infrastructure* refers to the following asset categories: streets, traffic signals, bridges, sidewalks, stormwater collection & treatment systems, water distribution systems, and wastewater collection & pumping systems; *facilities* refers to the following asset categories: dams, forests, buildings, parks, and cemeteries.)
- b. Identify program needs for major maintenance activities, such as street resurfacing.
- c. Prepare specific Plans by asset category over an appropriate timeframe to adequately plan, program, and budget for asset needs.

**5. Ensure that the City's marketing efforts targets tourism for the City, retention of existing residents and businesses, and those interested in residential and/or business relocation.**

**6. Pursue further collaborative efforts with other government entities to achieve mutual goals.**